Demand and sales funnel analytics – how forward thinking marketing organizations deliver competitive differentiators

The growing importance of Marketing Operations, now considered the "nerve center" of marketing, is a relatively recent occurrence. Owning measurement, monitoring and strategy/planning initiatives, Marketing Operations delivers visibility into an organization's productivity and closed loop performance.

Designed for the marketing operations manager and executive, this series of Sirius Decisions research briefs focuses on the emergence of Marketing Operations and its increasing adoption of demand and sales funnel analytics to drive best-in-class performance and deliver competitive differentiators.

This series can help you learn about:

- **Business Intelligence Tools: Marketing's Missing Link**
  See how an evolving set of business intelligence tools are changing the marketing measurement paradigm.
- **Marketing BI Tools: What's Right for You?**
  Identify four types of marketing BI/reporting tools now available, and discuss the drivers that make each unique.
- **Marketing Operations Comes of Age**
  Identify and analyze three defining forces impacting marketing operations functions both now and into the future.
- **Diagnosing the Demand Waterfall**
  Examine two core "families" of reasons that drive changing waterfall conversion rates and how they manifest themselves.

Sirius Decisions is a leading source for business-to-business sales and marketing best practices research and consulting.

CATEGORY: MARKETING OPERATIONS

Marketing Operations Comes of Age

A relatively new function, marketing operations has seen its role and responsibilities grow steadily over the last several years

In a recent marketing operations study, we identified a number of trends for operations leaders, including core budget shifts

The biggest challenge – and opportunity – for operations executives is to create tight linkages between data and the knowledge requirements of senior leadership

Everywhere you turn these days it seems as if another marketing system is being put into place. And though they may address very specific needs, marketing automation platforms, new marketing databases, customer relationship management systems and a host of business intelligence tools share common links; the desire to make marketing more scientific and measurable, and a growing role of marketing operations in their selection and management.

A fairly new function by traditional marketing and sales standards, marketing operations is quickly evolving into marketing's nerve center. A recent study commissioned by SiriusDecisions in conjunction with the Marketing Operations Cross-Company Alliance (MOCCA) – a community of 120 marketing operations executives from more than 50 high-technology companies – revealed details of the function's progress, and the distance it still has to travel. In this brief, we specifically identify and analyze three defining forces impacting marketing operations functions both now and into the future.

ONE: NEW RESPONSIBILITIES

SiriusDecisions has defined marketing operations as the function responsible for the capture and dissemination of marketing information to the enterprise, be it performance metrics, data or strategy/planning initiatives and budgets, as well as the systems and processes that help generate this information in a systematic, predictable fashion. It drives both visibility into – and productivity for – the marketing organization, which in turn benefits the functions that work with marketing on a regular basis.

With any emerging role, however, responsibilities are ever-changing. As part of the recent study with MOCCA, we asked marketing operations professionals to list the most important new responsibilities they have taken on; finishing far above the rest was the construction and administration of marketing dashboards. While on the surface this response doesn't seem like much of a surprise – as most operations groups are expected to measure and monitor their functions – the fact that it was most often cited as a new responsibility is indicative of the amount of work that still must be done in the area of marketing measurement.

As many marketing operations leaders have already learned, measuring for the sake of measurement provides little value, as impactful data is hidden among reams of questionable dashboard metrics and key performance indicators. Best practice organizations recognize the need for measurement, but begin the process with a dialogue between key marketing and sales executives about what information is required to make better decisions concerning product development, positioning, go-to-market strategies and selling; only data that will actually impact a critical decision will be collected.

Additionally, assuming responsibility for dashboard management is what you make of it; if it is viewed as a low-level chore, senior decisionmakers will connect low-level value to it. In our study, more than 75 percent of respondents indicated their dashboard efforts have only limited or moderate credibility with senior management. Fighting – and winning – the battle of dashboard credibility by improving data quality and teaching key audiences how to "use" dashboards will go a long way toward reshaping and increasing the charter of marketing operations as years go by.

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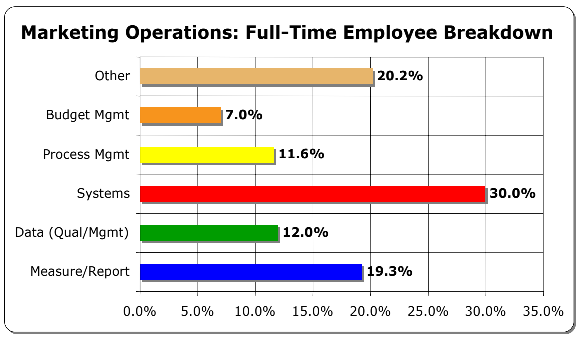
Two: New Investments

Third on the list of new responsibilities for marketing operations (following dashboards and budget planning) was the category of infrastructure/technology investment. In our study, we found that present marketing operations budgets are tilted toward people (51 percent), followed by programs (28 percent) and systems (21 percent). A related question asked respondents to break down the allocation of personnel resources by responsibility; at 30 percent, the management of systems topped the list. Thus, when fully loaded, roughly 36 percent of overall marketing operations budgets are spent on the purchase and oversight of technology. Over time, we expect the programs budget – largely a holdover from the days of marketing operations being the dumping ground for projects that no one else wanted – to decline in favor of an even greater focus on systems.

The most effective marketing operations departments are not just getting additional funding for new technology that is being administered for them by IT; rather, they are increasingly taking responsibility of operating and maintaining it. This will also serve to drive increasing people budgets, and can be a very good thing provided the roles, responsibilities, skill sets, experience levels, and outputs are identified before key investments are made, and then adhered to once systems and dashboards are up and running. The rise of on-demand systems and platforms that do not require IT intervention is a strong indicator of this transfer of technological power.



We strongly advocate a process that first evaluates the capabilities of present systems and data sources (e.g. CRM, business intelligence and marketing automation platforms); collects key requirements from target audiences (product, sales and marketing decisionmakers); and identifies gaps between current systems and requirements. This should be a pull exercise, not a push one, as new technologies and systems should never be inserted into the mix unless they fulfill the requirements of those that will be on the receiving end of their output.

Three: New Opportunities

As many know, the word "opportunity" is merely a code word for "challenge," and when it comes to technology and dashboards, we'll settle on the fact for operations leaders, life is all about a little bit of both. In the b-to-b organizations we surveyed, only 14 percent reported that they have fully automated marketing dashboards (even though this in itself doesn't mean they are measuring the right things or impacting key decisions as previously discussed). Roughly 57 percent of organizations are currently developing these dashboards, while the remaining 29 percent have no automation. This dovetails well with the previous information that shows an increasing responsibility for this task, as well as the funding that surrounds it.

Recent discussions with our clients indicate that the more manual (both in terms of technology and process) the dashboard currently is, the more likely the function is continuing to track and report "old-time" marketing measurements such as brand awareness and response rate. Automating metrics that mean very little outside of the walls of marketing – rather than the metrics and key performance indicators that truly provide insight into the health of an organization's reputation and demand creation activities – does virtually nothing to promote marketing as a discipline. In fact, it only confirms in the minds of many that marketing has little impact on the business. For more information on the "right" metrics and KPIs to focus on, see our Core Strategy Report titled "Marketing Metrics: The Pursuit of Impact," which is available on our research portal.

The Sirius Decision

There is little doubt through our study with MOCCA – the results of which we will continue to roll out in future briefs along with their impact – that marketing operations continues to grow up right before our eyes. Whether it is identifying and accepting new responsibilities, changing the way it invests or building requirements to match the needs of other functions, both the strategic charter and day-to-day activities are constantly in flux. One of the most important byproducts of this evolution is the degree to which marketing operations will need to interface with other marketing functions, as well as sales, particularly for those organizations that aspire to be best-in-class. Dreams of reporting on a shared demand funnel or tying reputation's link to demand can only come when marketing operations breaks away from its roots and reaches out. Success in this job isn't just about systems or metrics; it's about connections and decisions.

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Business Intelligence Tools: Marketing's Missing Link

For marketing analytics to reach a new level of impact, operations must include a business intelligence (BI) application in its toolkit

BI can ease the problems that have historically stemmed from silos of information and a focus on activity reporting

With return on marketing investment a focus for most b-to-b organizations, better analytics are an important way to do more with less

Years ago, Bruce Springsteen captured a sentiment shared by many when he penned the lyrics to "57 Channels (And Nothin' On)." If Springsteen wrote the song today, the only difference would be that he'd have to update the title to add another 500 channels or so.

The message sent by the Boss remains more apt than ever: More is not better, better is better, a message that holds true for b-to-b marketing reporting just as it does television. Marketers that have historically found themselves awash in data from disconnected sources have defaulted to burying their audiences under an avalanche of activity-based metrics, certainly not the way to demonstrate value over the long term. In this brief, we explain how an evolving set of lighter-weight business intelligence (BI) tools are changing the marketing measurement paradigm, and finally delivering the power of integrated information.

RISE OF THE LEFT BRAIN

Driven by management demands, marketing has been forced to adopt a by-the-numbers approach to justifying its value far beyond simple output. In addition, the function requires better analytics to enable complex lead scoring, lead nurturing and pipeline acceleration programs, all born out of more complex buying and selling cycles.

In the brief "Harnessing the Power of the Pipeline," we described the ways that marketing and sales can combine their data to deliver powerful and actionable analysis. This vision is possible only for companies with the technological infrastructure to support it, which includes a marketing automation platform (MAP), a sales force automation/CRM tool and a BI tool to bring it all together.

The issue with legacy BI for most marketers is that it takes an advanced degree in statistics, significant IT involvement and what seems like an act of Congress to get things up and running. To address these issues, SiriusDecisions has observed a new class of BI vendors emerging over the past two years or so positioned for use by business decisionmakers and the operations/analyst teams that work for them. Should these tools gain broad acceptance, we may finally see a break in the BI deadlock that releases the power of the marketing left brain for good.

ONE TOOL, FOUR ADVANTAGES

At the intersection of a host of opportunities for marketing to take the next measurement leap is where a flexible BI tool can be a real boon. We have found that companies using these tools are reaping benefits in four key areas, including:

- *Data quality and integration*. Before any analytical work can be done, trustworthy data from multiple sources must be brought together, an issue that has grown with the explosion of reporting data now available. Compounding the challenge is the fact that most marketing and sales standalone applications cannot support the requirements for integrated and interactive dashboards that combine data from multiple sources to track a buyer's journey from cold to close. A BI tool brings data sources together without requiring tedious manual manipulation that tends to be highly error-prone. In addition, some of these tools allow for faster diagnosis and repair of data quality issues such as field formats, another built-in advantage for marketers.

- *Data visualization*. BI tools allow for better graphical representation of data, which makes exploratory research more productive and reporting more effective; searching tens of thousands of rows of data in Excel

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for the proverbial needle in a haystack was never a good use of analysts' time. Using a more powerful tool to embrace the idea that "a picture is worth a thousand words" works much better to extend even the smallest analytics team's productivity by helping them identify patterns faster, and helps to engage those not accustomed to looking at complex tables or charts by providing easier-to-understand images of quantitative information.

• *Repeatable, on-demand reporting*. For analysis to deliver competitive advantage, it has to be quick and flexible enough to respond to questions, challenges and tweaks. Fact-based decisionmaking demands accurate and consistent reporting, but those who are making decisions often become disenchanted when requests for more information take days or weeks to deliver. BI tools allow marketing to do faster analysis of more data from diverse sources, with the ability to make changes much more easily than manual approaches offer. Ideally, regular reporting on marketing results can be available in real time, anytime, because the reports are pre-built rather than painstakingly recreated for each reporting period. This also eliminates issues around creating different versions for different audiences, such as cuts of data by geography, market segment or product line.

• *Interactive reporting*. The future is now for organizations adopting BI tools because they deliver on the promise of the interactive dashboard, a dashboard that allows those with access to drill down into any chart that interests them to see the data behind it. In most cases, this can be done using a small team within the marketing operations function, but others in the organization can be given access without risk to compromising the data itself. It also opens up the possibility of dashboards that incorporate data and commentary from those who are responsible for it, and offer embedded information on data sources and definitions to help new viewers get up to speed.

THE SIRIUS DECISION

SiriusDecisions benchmark data shows that a key differentiator for companies who achieve best-in-class performance is the ability to do rigorous, closed-loop measurement of marketing and sales. The relatively lower adoption of BI business intelligence tools in many b-to-b marketing organizations, including the use of advanced marketing and sales funnel analytics, means companies who invest now gain early advantage over those who wait. That analysis is made much easier with the right tools, rather than relying on the false economies of analysts performing manual data manipulation. Better tools free-up the resources to actually *use* the analysis rather than just *create* it. Advanced analytics are available at a reasonable cost to any organization. If the organization has reasonable quality data available, not having tools or resources shouldn't be an acceptable excuse to continue with opaque activity reporting simply because it's now the accepted approach.

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Diagnosing the Demand Waterfall

A growing number of b-to-b organizations use a demand waterfall to track the health of their new business efforts

When conversion rates within the waterfall change, a number of factors are often working in concert with one another

By understanding what form these factors often take, you will have a head start on remedying issues that arise over time

Trickle-down theory. In economics circles, the mention of the term stirs impassioned, heated debate around its viability and validity. In the world of b-to-b demand creation, it signifies a concept that is catching on like wildfire as companies large, small and everywhere in between build demand waterfalls to track the health of their new business efforts.

As with most measurement tools, having a demand waterfall in place is only half the battle; learning to diagnose why numbers within it ebb and flow over time and using the diagnosis as the basis for action is where real wins are achieved. In this brief, we will examine two core "families" of reasons that drive changing waterfall conversion rates, and how they manifest themselves at each of the four key conversion points in the SiriusDecisions Demand Waterfall.

APPLY TWO FAMILIES…

When conversion rates fall – or increase – at rates that exceed normal noise levels, b-to-b demand creation executives should be proactively trying to understand why. Based on our observations of b-to-b waterfalls over the past several years, we have organized these "whys" into two families, including:

- *External*. External factors are those that occur outside of an organization's four walls, but that doesn't mean they can't be adapted to. These factors include changes in the fundamental viability of specific target markets; changes in buying processes within these markets; and/or changes in the perception of your offerings versus alternatives (either from a direct competitor or from an alternative solution that has emerged).

- *Internal*. Internal factors are endemic to your organization; they are typically the result of changes in structure, compensation and/or goals that strengthen or weaken the cross-functional processes and relationships that must be forged to drive demand in a consistent fashion.

…AT FOUR KEY CONVERSION POINTS

These external and internal factors can take a number of forms, and are more or less applicable depending on the waterfall stages in question. The following section breaks the waterfall down into four key conversions to discuss the dynamics at hand, including:

- *Inquiry to marketing qualified lead (external: high, internal: low).* At their waterfall tops, best-in-class organizations set limits, or thresholds, that prospects must achieve in order for marketing to "certify" them as qualified. Whether the rate of qualified leads rises or falls, one or more of three external factors typically get the credit – or the blame. The first is messaging, specifically the fact that messages are resonating differently with target prospects. If conversions are increasing, this may be due to better demand seeding by reputation/communications functions (awareness/preference driven prior to demand being actively created); the sharpening of messages to align better with business issues in specific marketplaces; and tighter target marketing that helps drive communications specificity. If conversions are falling, messages that once resonated are now falling flat; this is often due to changing business environments within target markets that have caused buyers to adjust their priorities. The second factor may be the offers being used to entice prospects, not so much the offer types but rather the content they are used to deliver. The third factor is the viability of

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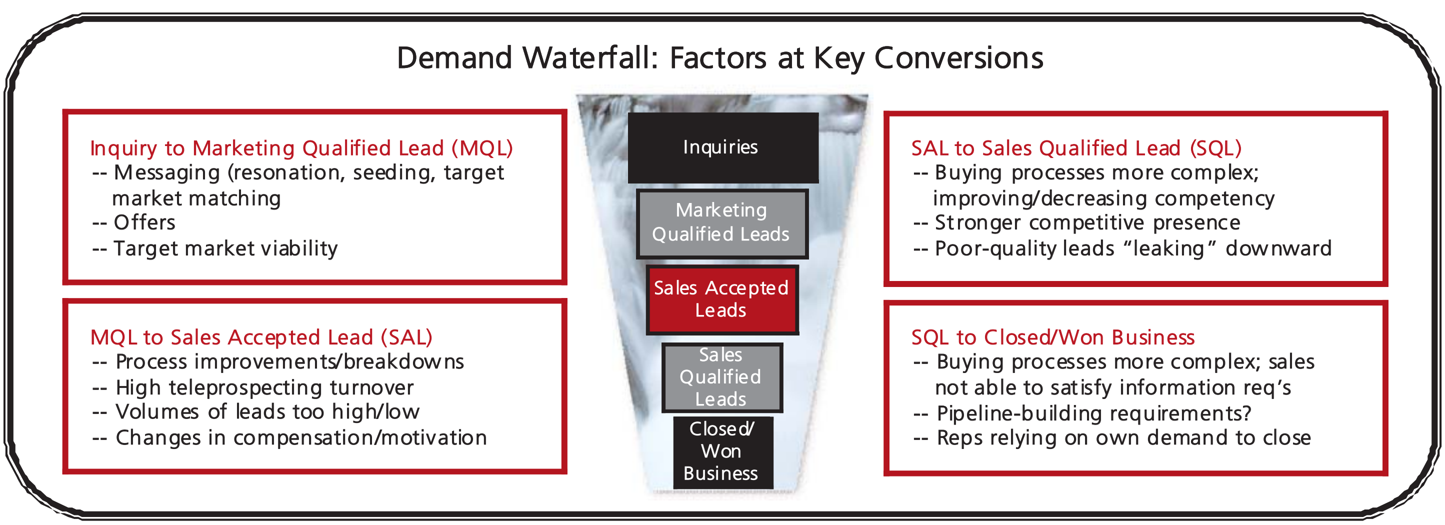
specific target markets themselves. If economic or business conditions have reduced the attractiveness of key target markets, decisions should be made as to whether the market will be approached with the same veracity as it has in the past. For more information on target market evaluation, see the brief "Targeting: It's All Relative," available on our research portal.

• *Marketing qualified lead to sales accepted lead (external: low, internal: high).* At our second conversion point, understanding changes boils down to an odd, and often not-so-simple question. If the definition of a marketing qualified lead hasn't changed, why are more – or fewer – of them being accepted? External factors typically aren't the culprit here; rather, it should be the behavior of the receiving function(s) that is firmly in your crosshairs. Capture/conversion rates may increase due to tighter service-level agreements, recently retooled lead definitions or closer oversight of lead processing by inside or field sales management. More often, however, marketers will see rates that fall, not rise. A loss of administrative discipline is one possible reason; those on the receiving end of leads are not formally accepting the leads they're receiving per service-level agreements due to laziness, or perhaps high recent turnover in the teleprospecting function. A second is sheer numbers, especially if higher volumes of leads are being funneled into a receiving function (teleprospecting being the most typical); if recipients are receiving more than they can process, they often try to offset the overload through increased rejections. A third reason may be changes in compensation/motivation for a receiving function, especially if the function is teleprospecting. If inside sales management alters the variable compensation of teleprospectors to focus more heavily on revenue that comes from delivered leads rather than the delivery and acceptance of the leads themselves, teleprospectors will naturally spend more time "babysitting" leads they have delivered to the field or the channel. This, in turn, reduces the amount of time they will spend processing raw leads at higher levels of the waterfall, either causing leads to back up and/or to be rejected at higher rates.

• *Sales accepted lead to sales qualified lead (external: medium/high, internal: low/medium).* As we move toward the lower reaches of the waterfall, changing rates indicate that field sales and/or channel partners are becoming more – or less – effective at taking leads and converting them to opportunity. On the downside, external forces often lead the way, headed by buying processes that are growing in complexity – typically through the addition of incremental audiences and/or an increase in information requirements – that overwhelm reps not properly trained and supported by marketing. Increased competition in the form of new products/services offered by competitors or better messaging that reps have not been prepared for also may be a key external cause. The final area is aligned with an age-old reality of sales: In the absence of good leads to work, reps will often work bad ones, meaning the problem could be originating far upstream in terms of poor target market choices that continue to leak downward. Internal factors may be at play as well; if reps or channel partners feel like their pipelines are full, they may be less interested in what is originating in marketing; as a result, marketing and teleprospecting must tune up the quality of leads being delivered. On the upside, better training and sales enablement can ease the impact of external factors, increasing conversion rates and perhaps the velocity with which leads are converted to opportunities.



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• *Sales qualified lead to close (external: high, internal: low/medium).* The external factors that drive the final conversion rate either up or down are fairly well aligned with those from the third conversion. As deals get into their final throes prior to close, the information requirements from prospects that sales must satisfy tend to increase dramatically. If reps are not prepared to meet these requirements, their deals will often stall or be decided unfavorably. When external economic conditions change for the better or worse, these requirements may ease or (more likely in today's environment) increase. Although less common, internal factors also may be at play. We have seen situations where sales management has mandated that reps increase their pipeline ratio from, for instance, three times to four time desired quota. Seeking to rapidly meet the mandate, field reps begin to classify higher numbers of marketing-sourced leads as pipeline-quality opportunities, pushing the conversion rate from sales accepted to sales qualified lead up. However, if reps don't truly trust the viability of this demand, they may abandon it at higher rates in lieu of working on demand they have sourced themselves, resulting in dropping sales qualified lead to close rates on an absolute basis.

THE SIRIUS DECISION

These days, good demand creation executives are much more than program overseers; they are detectives, human behaviorists and collaborators both with the external audiences they are trying to attract as well as the internal audiences with which they partner. They must have a natural curiosity about the motivation, compensation and competency of the functions that they are directly feeding with their output, as well as those that will wind up with that output in the end. Most important, they must understand that their journey toward demand enlightenment doesn't end with the creation of a demand waterfall; rather, it only begins with it.

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Marketing BI Tools: What's Right for You?

- The need for business intelligence tools to drive better marketing reporting continues to grow rapidly
- Many marketing executives are not sure which type of tool to choose to suit their organization's needs
- SiriusDecisions has identified four BI tool categories, the use of which will help shape your decisionmaking process

A common saying tells us what we don't know can't hurt us, but tell that to someone when a skunk is nearby, or someone who is allergic to peanuts, tiny chunks of which were just added to her restaurant entrée. Most b-to-b marketers we run into don't have a deep understanding of business intelligence (BI) tools; should this continue, in time we believe it will most definitely hurt them.

In the brief "Business Intelligence Tools: Marketing's Missing Link," SiriusDecisions discussed how expanding reporting requirements are forcing marketing operations leaders to turn to BI tools as an overlay for a broad number of systems and databases. But with several options emerging, which will fit your bill? In this brief, we identify four types of marketing BI/reporting tools now available, and discuss the drivers that make each unique.

ONE: TRADITIONAL ENTERPRISE

The heaviest-duty BI tools are of the on-premise variety; they require significant implementation projects that are both time-consuming and expensive, and are generally led by the IT function. In many larger organizations, these tools already have been deployed for financial and other reporting needs.

In general, our first category is for companies that need data to stay within the firewall for security and must meet compliance requirements for reporting and data management. Traditional enterprise tools are both powerful and complicated, can handle high volumes of data, are built for IT users and require extensive training.

While it might seem easy for marketing to tap into an existing enterprise-level BI tool, there are issues that can make it a poor fit for the function. SiriusDecisions has learned that most complaints revolve around the time it takes to receive reports for ad hoc queries that are sent to IT, and the fact that non-marketing users are trying to do a marketing job.

On the plus side, vendors in this category constantly invest in new functionality and usability. For example, while most companies have used traditional BI for historical reporting (what has happened) rather than for predictive analytics (what will happen), key vendors over the years have built, partnered with or acquired other tools to add the predictive capability that is all-important to marketing.

If your organization uses a tool in this category, we recommend opening a dialogue to see if it will work for you, especially if adding marketing data will not require expensive integration. If you do go in this direction, make sure there are marketers trained to use these tools so queries become more self-service.

TWO: BUSINESS UNIT/SAAS-BASED

Compared to traditional enterprise tools, the biggest difference for tools in our second category is that they do not usually require their own database; to use the technical term, the data is not "in memory." These tools can be delivered in a software-as-a-service (SaaS)-based way, and as such have far less demanding implementation requirements.

A number of traditional business intelligence players from the first SiriusDecisions category also offer hosted or scaled-down versions of their products that compete as mid-level tools at a price considerably lower than for their on-premise offerings.

For most marketing teams, it makes sense to look at tools in this category, as they allow for on-demand analysis and effective visualization (the display of data in different ways) plus integration of most major data types required by marketing. Once deployed, they require limited IT involvement but will need marketing analyst training.

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THREE: END-USER/WORKGROUP PRODUCTIVITY

SiriusDecisions' third category is comprised of the relatively simplest BI tools that will be deployed for a limited number of users in operations functions with a small budget. Most (but not all) are SaaS-based, allowing quick deployment with limited IT support required, if any. They also do not require their own database, and take little training to get up and running.

Despite their lower cost, we have found tools in this category to be rather powerful, and to easily integrate with data sources that are highly relevant for marketing (e.g. Salesforce.com). The difference is in the complexity of other data sources that can be integrated into the tools, as well as the volumes of data that can be supported. In addition, data sources must be easily connected, residing in other SaaS-based applications, spreadsheets or Microsoft Access.

Especially for individual contributors who spend hours doing reporting with "spreadmarts" (a widely used term for complex manipulation of multiple spreadsheets), category three tools can be a cost-effective way to help. Organizations with marketing data that maps to these tools' integration requirements, and who want quick time-to-value for an individual or small team, should test these options.

FOUR: APPLICATION-SPECIFIC

Our final category includes reporting tools that reside in frequently used marketing applications, from marketing automation to marketing resource management, Web analytics and CRM, and those that provide reporting for a specific application. Although they are not BI-specific in the purest sense, some of these tools allow limited integration with other applications.

Users of these systems generally opt for pre-packaged reports which are then reconciled on the back end to cobble together an overall dashboard. They typically do not provide the full picture of marketing and sales, and the reporting is done as a moment in time vs. something that can be pulled on demand.

Organizations without budget or skills for additional tools should make sure they are using the tools they have to their best advantage, working with vendors to develop useful and actionable reports. In some cases, if most marketing or sales data resides in only a few applications, such a scenario may be judged by marketing leadership to be good enough for the time being.

THE SIRIUS DECISION

When marketers talk to most BI vendors, they often become frustrated by the technical level of the discussion. What they are really looking for is a vendor that understands marketing first, and then how analytics can be used to build the type of reports and dashboards that the function now requires. Adding BI to the marketing technology stack is a necessary step to better reporting and better performance; however, it requires that marketers better understand their options to pinpoint advantages and trade-offs. In the end, it's best to ask prospective vendors for examples of customers who use their tool for sales or marketing analysis; this can go a long way to making specific sense of how a tool can help, and more important, is already actually helping in a real-life scenario.

BI for Marketing: Tool Types

	Application-Specific	End-User/Workgroup	Business Unit/SaaS-Based	Traditional Enterprise
Description	▪ Part of or designed for use with specific applications ▪ Limited flexibility and integration with other data ▪ Use mostly pre-packaged reports	▪ Designed for use by one or more individuals linking limited types of data ▪ Powerful for analysis of specific data types (e.g. Excel, Access, etc.)	▪ Designed to integrate most data types ▪ Hosted application ▪ Leverages existing databases rather than creating a new datamart ▪ Scalable to most requirements	▪ Designed to meet complex enterprise requirements ▪ Highly scalable ▪ In-memory processing requires datamart
User Profile	▪ Marketing or sales user training in application	▪ Marketing or sales business analyst	▪ Marketing and sales business analyst, possibly some IT	▪ IT business analyst
Implementation	▪ Quick install, or available within existing tool	▪ Quick install; mostly requires data integration	▪ Moderate install, requiring wider data integration	▪ Highly complex install, requiring significant data integration
Cost Range	▪ Typically included in application costs; custom report build may cost extra	▪ Starts at less than $100 per user, per month; open source options available	▪ Starts at less than $100 per user, per month; custom installs can run $10K+	▪ Typically run more than six figures to start, with custom integration added
Vendors?	▪ Eloqua, Omniture, Neolane, Salesforce.com	▪ Xcelsius, LyzaSoft, Tableau, GoodData	▪ Birst, Tibco Spotfire, QlikTeck, PivotLink	▪ IBM Cognos, SAP Business Objects, Oracle, SAS Institute

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